

29th November 2011

Gateway Approval **16949**

To: SHA CEOs
PCT CEOs
ALBs CEOs
DH Permanent Secretary
SHA Workforce Directors
SHA HR Leads
PCT HR Directors
DH HR Lead

CC. Transition Programme SROs
Members of the HRTSG
Members of the HRTPF

Dear Colleagues,

People Transition Communication

We are all aware of the unsettling effect that the current changes are having on our staff and the need to provide them with as much information as we can about their future employment prospects. As employers, I know you have been communicating directly with your staff and updating them as the architecture of our future system develops and become clearer. As you know, there is a requirement for you to ensure that all of your staff have regular one to one conversations with their managers about their futures.

We have, decided that we need to build on this local communication and to provide all staff affected by transition with as much information as is available about the transition programme and how this will affect them personally.

It is, therefore, proposed that all staff affected by transition receive a personal letter from their employer by the end of January 2012. This letter will outline the expected destination (or destinations) of their current function together with more information about the new bodies they may be heading towards and some timings of when the HR and people transition processes are likely to begin for them.

We all recognise that the future state is clearer for some parts of the new system than for others, and that for some staff it may not be possible to give as much certainty as we would like about their future at this time. The HR Strategy and Transition Steering Groups will work with HR representatives and staff side colleagues from across the health and social care system to develop a number of sample letters that can be adapted by you, as appropriate, for your individual staff members.

So that you are able to provide the information required in your letters, you will need to know where your current functions are moving to. We are in the process of collecting this information from Receiver organisations so that we can provide you with this in early December. We will also collate information, where possible, for each of the Receiver organisations covering:

- geographical locations
- when People Transition Policies (PTPs) will be published to guide HR transition
- how many staff they will employ
- their anticipated recruitment phasing, and
- information about when detailed organisational design will be done (enough to produce organisational charts and job descriptions)

This information can be appended to an employee's letter to provide clarity on the transition process and how this will affect them.

In order that we can communicate to all staff by the end of January, there is some vital preparatory work that you and your HR teams will need to do. The respective timelines and dependencies are:

- **Urgently:** you need to discuss this approach with your staff, and staff side, as we need to take care that expectations are not raised unrealistically (*in conjunction with HR and communication teams to ensure consistency of information*)
- **By mid December:** ensure all data about your staff affected by transition, in terms of job role, banding, location and employment status, is up to date. Please undertake extra checks, particularly where your staff have been placed in the "other" category to ensure that you know exactly what roles your staff are doing (*clarity about the employee's job role which is relevant for potential transfer is important, e.g. secondments v substantive role*)
- **By early January:** As far as you can, map all of your staff to where they are heading in the new system, recognising that some people work in more than one function (*based on the information we will send you about what functions the new organisations will be undertaking*)
- **By 20 January:** prepare letters to go to staff (*which should reflect and formalise conversations that have been had with staff – so that there are no surprises*)
- **By 27 January:** prepare to issue letters on 31 January 2012

This is an important process to try to mitigate uncertainty. What is particularly important right now is the interaction you ensure takes place within your own organisation with your own staff.

If you have any further recommendations or comments on this matter, please contact Christine Lloyd-Jennings, HR Transition Programme Director (christine.lloyd-jennings@dh.gsi.gov.uk) who is co-coordinating this work on my behalf.

Yours sincerely



Sir Neil McKay CB
SRO for HR Transition
Chief Executive NHS Midlands and East

cc: Sir David Nicholson CB